

**U. S. Department of Energy**



**Thomas Jefferson National Accelerator Facility**

# 1100 System Surveillance

**1100 EVMS Surveillance**

A. The Project Control System Manual defines the processes and procedures for implementing an Earned Value Management System on projects conducted at the Jefferson Lab. Once an Earned Value Management System has been implemented, it is essential that an ongoing surveillance process be initiated to evaluate the effectiveness of this management tool in communicating to project management a project's cost, schedule, and technical performance. The Office of Project Management is responsible for conducting the Earned Value Management System surveillance program at Jefferson Lab. Results from this assessment are used by the Office of Project Management and on-site project management teams to make process corrections and improvements where needed. The Earned Value Management System surveillance accomplishes two goals: First, it determines if the processes and procedures described in the Project Control System Manual are working as intended; second, it ascertains whether these processes and procedures continue to comply with the guidelines set forth in the American National Standards Institute/Electronic Industry Alliance (ANSI/EIA) 748-A Standard for Earned Value Management Systems. The focus of the surveillance process is on insight into the Earned Value Management System for Jefferson Lab projects. Its use is to identify problem areas with the implementation of the Project Control System Manual and not as a project audit. Solutions to any issues are proposed and action is taken. With regular surveillance reviews, the Lab's process for the Earned Value Management System will provide the following benefits:

- Project performance information will depict actual conditions and trends.
  - Earned Value Management data will be timely, accurate, and reliable.
  - Actual or potential problems will be indicated soon enough for corrective action.
  - Integrity of the Project Baseline will be maintained.
- B. The Office of Project Management will ensure that an annual surveillance review of its Earned Value Management System is conducted. A list of all potential candidate projects to be surveyed and one or two of them will be selected for review. The procedures for this review are as follows:
- A small team will be established to accomplish the review. The members of the team will be acquainted with the Earned Value Management process as described in the Project Control System Manual.

- A surveillance plan will be produced that will described the approach of the review including the responsibilities, the evaluation methods, and the schedule.
- The surveillance team will conduct interviews of selected Cost Account Managers and other project management leaders, as appropriate. The main focus of the interviews is to gain an understanding of how the Project Control System Manual is being used and how the 32 ANSI-748 Earned Value Management guidelines are implemented on the selected project.
- For each reviewed project, a list of findings will be generated from the results of the interviews and a corrective action plan established. Action to resolve identified problems may be required for the project itself and/or the Project Control System Manual.
- When the surveillance reviews have been completed, the results are documented in a surveillance database. The overall health of the Lab's Earned Value Management System can be tracked using this data and systemic problems across multiple projects identified. With these results, system training can be updated and process improvements can be initiated. Lessons learned from the surveillance reviews will be shared with all project teams.